

Phase I: Project Initiation, Diagnosis, and Key Measures of Success.

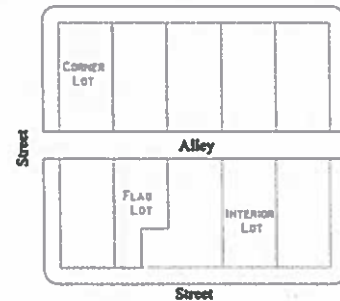
STEP IA- PROJECT INITIATION, EXPECTATIONS, AND MEASURE OF SUCCESS

Our first step after being selected will be to meet with the appropriate staff and other officials to refine the work program with specific time schedules and expectations for the project. We will want to clearly define measures of success. This meeting will ensure we have a precise picture of the Town's expectations, needs, and key goals for the Land Use Code update. This also will be an opportunity to make any needed revisions to the scope of services. Prior to this meeting, Community Matters will undertake an initial review of relevant policies, update our initial Land Use Code diagnosis, and discuss recently observed code issues with Town staff.

Who: Community Matters--Cole and Davenport

Products:

- Zoom Meeting with staff (and appointed and elected officials as directed by staff).



TYPES OF LOTS

STEP IB- VIRTUAL WORKSHOP WITH THE PLANNING COMMISSION AND STAFF (GOALS 1-5)

- Workshop to revisit the findings from this past Spring, discuss development review procedures, and discuss questions that the Planning Commission has about the development review process.
- A chart indicating the time schedule for meetings and project completion, including monthly status reports to the Town Administrator to assist with grant reporting requirements.

Who: Community Matters--Cole and Davenport

Products:

- A workshop summary memo.
- An updated list of key development issues to be addressed in the new Code.
- A strategy for making the needed revisions within the political and financial constraints of the community.

Phase II: Code Review

Overview: We will complete a full redlined code diagnosis. We will flag elements of the code that create barriers to investment, particularly in the downtown area, and note those areas of the code that may result in unintended consequences.

STEP II-A: RESEARCH AND ANALYSIS (GOALS 3, 4, 5)

Our analysis will incorporate issues identified by the Town Administrator and Town Attorney. There will be an analysis of each chapter, enumerating modifications that are necessary to achieve the goals established for this update. We will work with staff to locate gaps within the regulations that will also impact other Articles in the Code. There are also sections of primarily Chapter 5 and Chapter 14 that could potentially be moved to the new Land Use Code for ease of reference. This includes Annexation (not included except for note in Chapter 13), Short-term rentals (Chapter 5.08), Recreational Vehicles (adopted 8-2023 – Chapter 10.14), Lighting Requirements (Chapter 14.20), Landscape requirements, and ensuring the Zone District requirements are aligned with the Community Master Plan.



Community Matters will utilize its own database, the Department of Local Affairs (DOLA) Model Land Use Code¹, recent court cases, and changes to land use law to outline provisions for use in the Code Update. The information will then be evaluated for suitability with respect to Town objectives.

Who: Community Matters—Cole and Davenport

Products:

- Zoom meeting with staff in order to review their code issues and suggestions (Town Administrator/Clerk, Town Engineer, and Town Attorney).
- Redline comments on the existing Chapters 16 and 17 with suggested changes and questions for the Planning Commissioners.
- Updated Code Diagnosis memo, summarizing issues and a worksheet for Planning Commissioners to respond to.

STEP II-C: COORDINATION WITH PLANS AND OTHER CODE REGULATIONS (GOALS 1, 3, 4, AND 5)

It is important to understand how those areas requiring amendment 'fit' with and are consistent with the Community Master Plan, adopted Public Works Manual (ECC) as well as other Chapters and sections of the Municipal Code.

- Identify land use code regulations that could be added or changed to better align with the newly adopted Community Master Plan and work to ensure that future development aligns with the vision of the Plan.
- Identify conflicting provisions between each section of Chapter 16 and Chapter 17, and cross-reference by topic to other sections in applicable Chapters of the Municipal Code. Draft amendments to sections in other Chapters to ensure consistency throughout the Municipal Code in consultation with staff and the Town Attorney.

Who: Community Matters—Cole with input from GMS and Krob Law

STEP II-D: FINAL ORGANIZATION AND CROSS REFERENCES (GOAL 1 AND 5)

As noted in the Request for Quotes (RFQ), we will:

- Review the current organizational structure of the Town's land use regulations and recommend an improved structure.
- Cross Reference related Chapters of the Municipal Code

Who: Community Matters—Cole

Products:

- Review the previous Planning Commissioner agreement on Code Organization and Table of Contents in memo form which includes an annotated outline of the Land Development Code, with recommended changes.

Who: Community Matters—Cole



¹ CMI as a not-for-profit organization has been invited to participate in the testing of DOLA's new model land use code for small and medium size communities.

Phase III: Final Code Reorganization and Code Preparation

STEP III-A: CODE REORGANIZATION, REWRITE (GOALS 1-5)

Community Matters will reorganize the code, based on the agreed-upon outline. Individual code sections will be drafted, and in some cases rewritten, and then presented for review and discussion with staff and Planning Commissions. As noted in the RFQ, this will include:

- Draft code revisions and new regulations per the Goals of the RFQ. All text changes and new text shall be annotated and provided to staff as needed throughout the review and approval process.
- Address the pyramid-style zoning in the land use regulations in a manner that creates as few non-conformities as possible upon adoption of the updated LUC with the aid of GIS mapping.

Who: Community Matters—Cole and Davenport with In-kind review by Institute Board Member(s)

Products:

- Drafts of New Code Sections.
- Initial Draft of New Code showing all revisions.

STEP III-B: DEVELOP SUBMITTAL REQUIREMENTS, VIRTUAL WORK SESSION WITH PLANNING COMMISSION (GOALS 1, 3, AND 4)

Application, and submittal requirements, including missing sections noted in Goal 3.

Who: Community Matters—Davenport

Products:

- Submittal Checklists.
- Virtual work session with the Planning Commission

STEP III C: DRAFTING OF PROCEDURES FOR APPLICATIONS, ENFORCEMENT, AND ADMINISTRATION (GOAL 1, 3,4 AND 5)

We will work with staff to streamline and organize all procedures and administrative items. Existing review and approval procedures will be evaluated. Palmer Lake does not need big city regulations, particularly given the limited staff resources. Revised procedures will be presented to decision-making bodies and staff for review and discussion. We will also evaluate regulatory processes and procedures that enhance hazard mitigation (wildfire, steep slopes, and flood-prone areas) and guide decisions for future growth. The goal is to incorporate amendments that provide predictability and flexibility into processes, standards, and regulations.

Staff memos and reports will be evaluated to ascertain if there are ways to streamline the process. This includes discretionary items that currently can come before the Planning Commission and Board of Trustees.

Who: Cole and Davenport

Products:

- Mechanisms to ensure timely review for both the applicant and staff.
- Finalize proposed procedures for application, enforcement, and administration with Town Staff.

STEP III-D: COMMUNITY OPEN HOUSE

Community Matters proposes a community-wide 'Open House' with listening posts for each of the substantive code amendment topic areas. This Open House (suggested time 4 pm to 7 pm) will allow those who are not



comfortable speaking in public the opportunity to ask questions on an informal basis. The Open House will include a continuously running PowerPoint presentation highlighting what it means for those who live, own a business, work, invest, or visit Palmer Lake.

We will use a similar format to what was used during the preparation of the Community Master Plan.

Who: Community Matters Institute and Town Staff

Products:

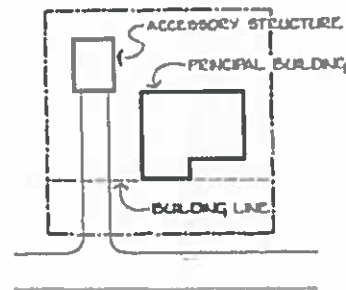
- Display boards that can be used throughout Town.
- Answers to questions on the Town Website.

Phase IV: Final Land Use Code and Adoption

STEP IV-A: DRAFT OF LAND USE CODE (ALL GOALS INCLUDING GOAL 2)

Community Matters will provide a complete draft of the Land Use Code for review and discussion by staff and decision-makers. We will prepare a revised draft based on comments received from staff, the Planning Commission, and the Board of Trustees.

We will facilitate a work session with the appropriate Town officials and interested citizens followed by a Public Hearing to review the draft code emphasizing the land use regulations have served the community for 50 years. The first public hearing is primarily intended as a mechanism to gather constructive feedback on possible changes to the ordinance. It will also provide an opportunity for people who may not be as involved in the development process to get a better understanding of how the Land Use Code directly affects the way their community looks and functions.



As we prepare the final code amendments, we will work closely with staff, the Planning Commission, Town Attorney, and the Board of Trustees to ensure the new Code is defensible and acceptable.

Who: Cole, Davenport, and Haywood (who will address economic development opportunities with staff and elected officials); assumes review by Town Attorney and staff prior to adoption

Products:

- Complete Draft of the Land Use Code.
- Summary explaining the proposed Code amendments and the process used.
- Joint Planning Commission/Trustee Worksession followed by a public hearing.
- A summary of the workshop and public hearing proceedings and any resulting actions that we need to take.

STEP IV-B: ADOPTION PROCESS

As described above, final revisions will be made to the Code, based on the first public hearing and final staff review. This task assumes that the revisions will be minor and will not include a major shift in form, structure, or content.

- All text changes and new text shall be annotated and provided to staff and the Planning Commission as needed throughout the review and approval process.
- Provide an adoption timeline that incorporates advertising and public hearing requirements.



- Include at least one joint work session with the Planning Commission and Board of Trustees prior to the scheduled public hearings.
- Provide one digital and editable copy of all working documents, illustrations, GIS files, tracked changes and edits, photos, and presentations.

Who: Community Matters Institute—Cole and Davenport

Product:

- A revised final draft of the Land Use Code in a form appropriate for review through final public hearing and adoption.
- Adoption timeline that incorporates public notice and public hearing requirements.
- At least one work session each with Planning Commission and Board of Trustees prior to the scheduled public hearing.

TASK IV-C PUBLIC HEARINGS

Community Matters will assist staff prepare, present, and educate the community during the public hearing process. We have allocated 20 hours to this task.

STEP IV-D: FINAL REVISIONS (GOALS 1-5)

We will incorporate any revisions to the Code as adopted, in a form appropriate for final review as to form by the Town Attorney. Graphics will be included once approved by the Town Attorney. The Community Development Director and Town Attorney will provide direction as to whether the Code Update will either be drafted as one ordinance, or as a series of ordinances.

Who: Community Matters—Cole and Davenport

Product:

- Final Ordinance(s) in PDF format and Word format with graphics.
- The final format of the adopted Code shall be the responsibility of MuniCode.



TABLE: BUDGET AND SCHEDULE: PALMER LAKE'S TOTAL COST = \$50,000

Key: BOT – Board of Trustees, PC – Planning Commission, CMI – Community Matters

* Number of asterisks in Schedule column indicates the number of meetings, workshops, etc.

	Description	By Whom	CMI Hours	Costs	Schedule
Phase I: Project Initiation, Diagnosis, and Key Measures					
I-A	Project Initiation, Community Expectations, and Measures of Success	CMI, staff	4	560	Month 1*
I-B	Preparation for and facilitation of Virtual Workshop with Planning Commission, memo outlining direction and response to questions	Cole	25	3,500	Month 1*
Subtotal			30	4,060	
Phase II: Code Review					
II-A	Research and Analysis	CMI, staff	20	2,800	Month 2
II-B	Analysis of Procedures	CMI	20	2,800	Month 2
II-C	Coordination with Plans and Other Regulations	CMI	16	2,240	Month 2
II-D	Final Organization with cross references	Cole	16	2,240	Month 2
Subtotal				10,080	
Phase III: Code Reorganization and Code Preparation					
III-A	Code Reorganization, Rewrite	Cole, Davenport	100	14,000	Months 3 and 4
III-B	Development Submittal Requirements tables+ Work session with Planning Commission	Davenport, Cole	20	2,800	Months 3 and 4
III-C	Procedures	Cole, Davenport	14	1,960	Month 5
III-D	Community Open House	CMI, staff, PC	25	3,500	Month 5
Subtotal				22,260	
Phase IV: Final Land Use Code and Adoption					
IV-A	Final Draft of Land Use Code	CMI	30	4,200	Month 6
IV-B	Adoption Process- work sessions	CMI	20	2,800	Month 6
IV-C	Public Hearings	CMI, staff, PC, BOT	20	2,800	Month 6
IV-D	Final Revisions	CMI, staff	25	3,500	Month 6
Subtotal				13,300	
Summary					
Professional Services Total				49,700	
Reimbursable expenses up to a maximum				\$300	
NOT OF EXCEED TOTAL COST				50,000	
Labor rates 2023- (80% of normal billing rate as required for Private Not-for-Profit 501 c 3 Foundations)					
Cole, Davenport, or Haywood - \$140/hour /Other CMI staff - \$75/hour					
Expenses (out of pocket, no additional administrative cost), no markup on any costs					
Vehicle use (per IRS) - \$0.65.5/mile Copying (per vendor) - \$0.07/page Plotting (such as maps) - \$7.00/square foot approximate					

